

INTELLIGENCE FELLOWS PROGRAM

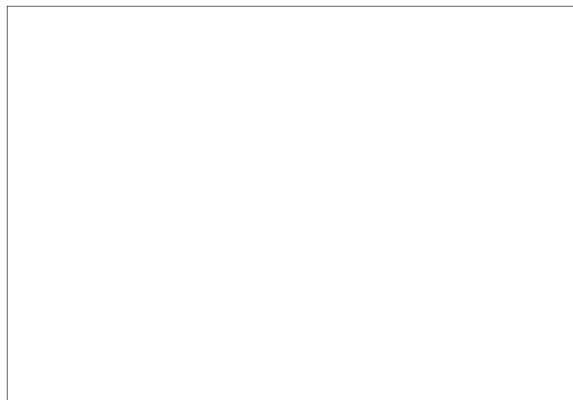
Inaugural Running

1992

Intelligence 2000:
Assuring Security In An Open Society

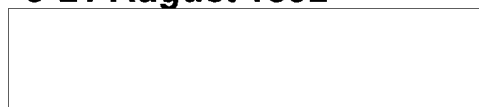
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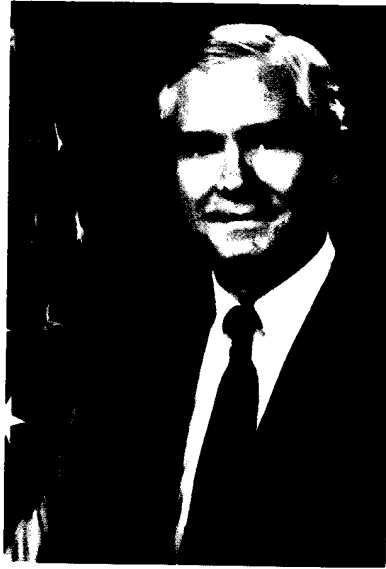
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5-21 August 1992



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From the Director of Central Intelligence



MY CONGRATULATIONS to each of you on your selection as a member of the inaugural class of Intelligence Fellows. This program has my wholehearted endorsement as an important effort in building a stronger, more responsive Intelligence Community for the next decade. The dramatic political, social, and economic changes that have taken place in our world have altered US intelligence priorities. You are all part of the dynamic shifts that are already taking place in the Community—shifts that will enable us to keep America's decisionmakers informed in such

areas as weapons proliferation, terrorism, narcotics trafficking, and international financial moves. Understanding contemporary intelligence issues is of the highest priority for all of us.

The Intelligence Community recognizes the need to maintain a stimulating dialogue between members of the Community and outside experts. Such interaction has not occurred regularly. The Intelligence Fellows Program, under Seminar Director Greg Treverton, is designed to assist in bringing academia, the media, public officials, and the Intelligence Community closer together. A dedication to openness wherever possible was one significant reason for instigating the program. The collective wisdom of presenters and participants should provide new insights into complex security problems. The internationally recognized presenters taking part in the program will challenge our thinking and provide rich and varied insights. I urge you to take full advantage of this unique opportunity.

ROBERT M. GATES
Director of Central Intelligence

Welcome from the Seminar Director



I LOOK FORWARD to the Intelligence Fellows Program that we are about to begin. We hardly suffer from a shortage of grist for our conversations, and you carry a wealth of experience to the seminar; indeed, bringing you together in some place sufficiently far from the pressures of work would alone guarantee a stimulating several weeks. I think of our discussion leaders from outside less as speakers than as provocateurs—to help us think from fresh perspectives and to roll a few intellectual grenades down the aisles.

The conversations will range from pretty conceptual to eminently practical. I think of the three streams as “what?,” “so what?,” and “what for?”—the changing world and how we apprehend it; implications for the craft of intelligence; and the role of intelligence in an open society. We’ll also have the benefit of evening sessions ranging from ethics to governing America’s cities. And we’ll do an exercise or two along the way.

The time at will be a treat for me. My own associations with your work have been varied ones—from (this comes in the spirit of full disclosure) Senate investigator of intelligence to National Security Council consumer; from writing a book about covert action to thinking about intelligence and policy from the vantage point of the academy. All have been stimulating, and always the personal associations have been rich ones (even when shouting across a congressional hearing table!).

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GREGORY F. TREVERTON
Senior Fellow
Council on Foreign Relations

Intelligence Fellows Program History

THE INTELLIGENCE FELLOWS PROGRAM is the result of a confluence of sea-change events and responsive thought. The end of the Cold War, the changing demographics within the Intelligence Community and in America, and new and rapidly changing coalitions of countries have greatly influenced thinking about maintaining strong national security at a time of such profound change.

Soon after his confirmation in November 1991, the Director of Central Intelligence challenged CIA's components to propose ways of embracing these changes while fulfilling the Agency's standing mission to assure a strong national security. In this context, the CIA's Office of Training and Education considered options for maximizing the career potential of the next generation of senior intelligence officers—the officers who have demonstrated potential for assignment to positions of increasing responsibility and who will soon be challenged by new requirements in an unknown future.

Many fine executive development programs in public administration, in corporate America and within government have provided traditional executive development. Some colleges and universities also offer such programs, and the Intelligence Community has a long history of sending its executives to these programs. However, the conditions in which these officers will need to exert their leadership in the next 10 to 20 years is considered to be so unusual and demanding that only a customized program, having the best features of existing ones, will have the necessary ingredients for success.

Originally, the program was designed to serve only the CIA. It soon became apparent that the most significant aspect of such professional development would be the Community's intelligence officers working together to achieve a common overall mission. To foster such an outcome would require frequent interaction. Thus the need to develop a network of intelligence officers in the Community was identified as an important outcome.

When the program was proposed to top executives in the CIA, the need to expand its audience to all Community organizations to achieve maximum potential benefit was recognized and supported. In early February of this year, the CIA's Director of Training and Education formally presented the Community-wide program for consideration and approval. After unanimous endorsement from Community leaders, it was approved for its inaugural running.

Intelligence Fellows Program Purposes

THE PRIMARY PURPOSE OF THE INTELLIGENCE FELLOWS PROGRAM is to ensure that the Intelligence Community's future leaders will have the benefit of a full range of specific professional development opportunities tailored to their changing needs. The means to deliver necessary learning opportunities may change with experience, but the ultimate goal of responding to Community-wide needs is seen as the guiding and motivating force. The Intelligence Fellows Program is also intended to:

- Prepare the next generation of Intelligence Community leadership for challenges of the next century.
- Expose Intelligence Officers to views and perspectives of peers and outside experts.
- Create an Intelligence Officer network fostering communication throughout the Intelligence Community.
- Further professionalize intelligence careers.

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Notes from the Seminar Director

THE SEMINAR IS A HAPPY EXPERIMENT; we're all the guinea pigs! It goes without saying that you bring the wherewithal from your own experiences. What the seminar intends is to give you the time away from the press of day-to-day work to step back and reflect on the future of your work. The invited guests—the discussion leaders—are not speakers, hardly lecturers, more provocateurs, intended to feed and broaden our own ongoing discussion; my own role is that of ring-holder, not ring-master, not keeping the animals in line but helping to insure that the acts reinforce one another.

The meat and potatoes of the seminar are the daytime sessions, three a day. Early morning groups will give you a chance to prepare for the day's sessions and hash over what has gone before. In addition, speakers at dinner or lunch will push us further afield, into subjects—like domestic governance—that are not our primary business but are crucial context for our conversations.

The seminar's sessions are loosely organized around three themes:

- ***Thinking about the sea-changes in the world.*** Plainly, we can't look in detail at all of these. Rather, we'll take two cuts—one fairly conceptual, asking what frame we should use for thinking about the changed world or important pieces of it, like the former Soviet Union; and the other specific, looking at “new” or newly important issues like economics, the environment, and proliferation.
- ***The meaning for intelligence.*** In all the sessions we'll want to probe, seeking implications for the work of intelligence. But in a number of sessions we'll focus very directly on the meaning of the changes afoot for the role of intelligence.
- ***Intelligence in an open society.*** The world is changing, but so is the United States and thus the context in which you do your work. It is within the domestic context that the American people must be convinced that intelligence is of value. In the seminar's final week, our focus will be the “public” side of public policy—getting and holding authority to act, the role of the media, and, especially, Congress and intelligence.

Broadly, the first part of the seminar will give pride of place to the first, the middle to the second, and the last to the third. But life is hardly so tidy; we'll want to press most of the discussion leaders

about more than one theme, and scheduling dictates that some speakers will come out of sequence.

Discussion leaders will challenge us with a variety of styles. Some will come with fleshed-out arguments to make and defend; others will engage us in freer-form conversations based on work they're in the middle of. Still others will use case studies, a chance to get inside the real experience of others, sometimes looking over the shoulders of people in your business but sometimes offering the chance to compare your work against something apparently quite different. Cases reinforce the lesson, familiar to you, that details matter. Whatever the style, the emphasis will be on give-and-take.

Through the course of the seminar, we'll run an exercise, an opportunity for reflecting while doing. More details later, but the idea is to work through the shape of the Intelligence Community in the year 2000—something that's on your minds in any case. Each of you will get the chance to think about the problem from the perspective of an agency other than your own. We'll set some public context with a congressional hearing, and you'll have the chance to make your recommendations at our conclusion.

And finally, we'll have plenty of time for informal conversations around the pool, while jogging, walking, or merely swatting mosquitoes!

Seminar Design and Evaluation

TO HELP YOU ACHIEVE HIGH-IMPACT RESULTS from your efforts in the seminar, the seminar designers have given top priority to creating interactive experiences in the most appropriate setting possible. The program—its topics, the presenters, and the methods used to reach stated objectives—has been designed to be compatible with your needs. Among the considerations were the conference site, amenities provided, and selective inclusion of guests to help integrate your professional and personal life. The schedule also provides necessary time for you to relax and exercise for your mental and physical health and well being.

All events, presentations, discussions, and activities are intended to afford you the most cost-effective, time-sensitive, and intellectually stimulating environment in which to examine complex issues and new ideas and to foster professional relationships.

The evaluation is built into the program as a process rather than just a tool for both participants and program designers to project future seminars. It is guided by the belief that a meaningful evaluation is one that seeks to involve all those who have a stake in the success of this and other such seminars. The designers of the Intelligence Fellows Program have carefully crafted the program to offer each participant a quality professional development experience.

At the conclusion of the seminar, Fellows should have:

- Broadened perspectives and increased awareness of the impact of recent world changes on the intelligence business.
- Examined the views of outside experts on a wide range of contemporary issues relating to the role of intelligence in maintaining the national security.
- Gained a new appreciation of the need for close cooperation by the organizations comprising the Intelligence Community.
- Come to understand more fully the influence that demographic, social, and economic changes will have on performing the role of intelligence in an open society.
- Examined personal views through interaction with peers and outside experts on what is required to develop the structural context of the Intelligence Community for the year 2000 and beyond.

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- Established new professional contacts in the Intelligence Community.
 - Gained a new appreciation of the desire for openness by elected officials and the public, and what this portends for the Intelligence Community.

These objectives should help you understand the seminar's intent, but they are not meant to limit the range of issues for debate and reflection. It is hoped that they will also serve as a standard for your evaluation of the seminar.

The evaluation is interwoven into the program in order to facilitate the formal and informal exchange needed. You will have ample opportunity during the seminar to provide informal feedback to the seminar staff and director. On a daily basis, a different small group of attendees will meet with the designers to discuss substantive and procedural issues. In addition, we will ask every participant to respond to a segment-by-segment questionnaire seeking reactions on each session, the relevance of the topic, the overall performance of the discussion leader, and the usefulness of reference materials and handouts. An evaluation expert, working with the staff, will observe some of the seminar activities to gain firsthand insight into the proceedings.

At the end of the seminar, we will ask each Fellow to complete a short overall evaluation to capture general feelings and suggestions on seminar relevance, quality, and efficiency. We would like to hear from each of you. Although members in this program have some commonalities, each one of you comes to the seminar with varying expectations and goals. The program designers appreciate your taking the time to express your views throughout the seminar and at the final feedback session.

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